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1986 MUSEUM SURVEY

August 1986

Manitoba
Culture, Heritage
and Recreation
Historic Resources

1986 MUSEUM SURVEY

A Survey conducted for the Historic Resources Branch

of the Department of Culture, Heritage and Recreation

Designed and Compiled by

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Through the Assistance of the S.T.E.P. In-Government Program

Department of Labour and Manpower

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Please note:

Because of the confidential nature of the survey interviews, copies intended for circulation outside the Department do not contain Appendices A and B.

INTRODUCTION

This 1986 museum survey was initiated and organized by the Historic Resources Branch of the Department of Culture, Heritage and Recreation. Its purpose was to review existing standards of operation for 26 selected museums in Manitoba. The survey proceeded with the co-operation of the museums involved (Appendix A). It was strictly used to gather information and consequently assess the present status of the selected museums. Museum selection for the survey was based upon:

a) those museums having a budget in excess of $30,000.00 per year and

b) the recommendations from the 1985 Report, "A Museum Designation Plan for Manitoba".

Specifically, the survey's intent was to provide a data base for assessing the potential for developing a regional/theme museum plan for Manitoba. Museums involved in this program would receive an increase in funding enabling them to improve and upgrade themselves and to increase their community involvement. The data base provided by the survey results will:

1) help in developing selection criteria for designation and

2) identify areas where improvements are required to enable museums to become eligible for designation.

The 1986 museum survey project was completed over a 13 week period by a S.T.E.P. student, Lynne Easton, who has a background in environmental studies and experience in working with people. The initial concern was to provide the museum surveyor with a general understanding of museum practices. This was done through the use of:

- reference material (books, pamphlets, etc.);
- branch files from the Department of Culture, Heritage and Recreation and from the Manitoba Museum of Man and Nature;
- regional seminars;

- orientation tour of the Manitoba Museum of Man and Nature;

- 1981 Saskatchewan Report of the Museum Standards Committee

- 1980 Ontario Report

- 1983 Museums in Manitoba Survey

Following the initial orientation, a draft copy of the survey was prepared. The survey was submitted for review to the Association of Manitoba Museum Standards Committee and suggestions were incorporated. A final draft of the survey was then completed. The survey was strictly voluntary - all the selected museums were contacted first by letter, and then by telephone to ensure their willingness to participate and to schedule interview dates. The response was encouraging - only one museum was reluctant to participate in the survey (Appendix B). A second museum completed the survey too late and therefore its results were not included in the final report. Over a period of seven weeks, on-site interviews with 26 museums were scheduled and conducted. The information was gathered, compiled, and then entered onto a computer. Finally, each museum received a copy of their survey results.

The survey is structured in such a way so as to reduce ambiguity. The yes/no format in conjunction with an on-site interview allowed the survey to be consistent and objective. The 10 page, 56 question survey dealt with eight main topics, these included:

I. General - covered general information regarding museum's addresses, contact person, location, etc.

II. Administration - covered areas such as budget, policies, staff training, etc.

III. Maintenance - covered topics such as security, theft and fire protection

IV. Curatorial - covered questions involving policies, research, storage, etc.

V. Conservation - covered topics such as temperature and humidity controls, policies, environment, etc.

VI. Exhibits - covered areas such as exhibition techniques, policies and budget

VII. Education - covered topics such as programs available, museum activities, policies, etc.

VIII. Facility - covered areas such as hours open, ownership or lease of space, adequate space, etc.

A complete questionnaire is found in Appendix C.

There were a number of people involved in the summer survey. These include David McInnes (Historic Resources Branch), Lynne Easton (museum surveyor), Theresa Petrin (museum data entry), and many museum staff and volunteers who took the time to contribute to the survey. A special thank you is extended to those who typed and printed the numerous drafts and reports.

SUMMARY OF RESULTS

Question 4

Number of museums that are:

	Number	%
Incorporated non-profit:	18	80
Operated by an Indian Band:	0	0
Municipally Operated:	4	16
Operated by an historical society:	1	4
Other:	2	8

There were a total of 25 museums surveyed.

Question 8

Where is your institution located in the community?

16 (64%) are located centrally within a town or city

7 (28%) are located on the outskirts of a town or city

2 (8%) are located on the entrance to parks

Question 9

What year was it built (approximately)?

1981-1986: 3 museums (12%) were built during this time period

1976-1980: 1 museum (4%) was built during this time period

1971-1975: 3 museums (12%) were built during this time period

1966-1970: 5 museums (20%) were built during this time period

1961-1965: 2 museums (8%) were built during this time period

prior to 1961: 11 museums (44%) were built during this time period

range of years: 1882-1984

most common year: 1967 - 4 museums (16%) were built in this year.

Question 10

Was it built to be a museum?

11 (44%) were built to be museums

14 (56%) were adapted from previous buildings

Question 11

Number of museums adapted from:

railway station:	1 (4%)
school:	0 (0%)
church:	0 (0%)
other:	13 (52%)

"other" museums are adapted from:

residences/offices:	6 (46%)
sections of larger complexes:	4 (31%)
factories/companies:	2 (15%)
modes of transportation:	1 (7%)

Question 12

Is it part of a complex which includes other functions?

11 museums (44%) are part of a complex which includes other functions

The other functions included in the complex are:

tourist information:	5 (45%)
recreation/cultural centers:	2 (18%)
municipal offices:	1 (9%)
military:	1 (9%)
university campus	1 (9%)
kit shops:	1 (9%)

Question 13

The number of museums with the following Visitor Services:

adequate parking:	22 (88%)
concession stand:	8 (32%)
library:	14 (56%)
washrooms:	24 (96%)
gift shop:	19 (76%)
cloak room:	7 (28%)
All of the above:	0 (0%)
None of the above:	0 (0%)

Question 14

The number of museums whose Statement of Purpose defines:

reason for existence:	22 (88%)
functions performed:	22 (88%)
geographic area served:	24 (88%)
subject area:	24 (88%)
time period:	19 (76%)
method of amendment:	16 (64%)
total number of museums with policy:	25 (100%)
total number of museums with all of the above criteria:	13 (52%)

Question 15

The number of museums whose financial statement is:

certified correct by two board members, one of whom is the Treasurer:	2 (8%)
certified correct by a financially responsible person who is not a member of the board:	4 (16%)
certified correct by a professional accountant	4 (16%)
subjected to a formal audit by a professional accountant:	15 (60%)

Question 16

The % of the budget devoted to:

	No. of museums	Average %
Salaries and Benefits:		
0% - 24%	8	15.4
25% - 49%	7	36.1
50% - 74%	6	63.5
75% - 100%	4	78.5
Administration:		
0% - 4%	10	2.2
5% - 9%	4	5.0
10% - 14%	3	11.6
15% - 19%	1	15

7 museums spent 0% on administration

	No. of museums	Average %
Acquisition of Artifacts:		
0% - 4%	10	2.2
5% - 9%	4	5.0
10% - 14%	3	11.6
15% - 19%	1	15
19 museums spent 0% on acquisitions of artifacts		
Events:		
0% - 4%	4	1.4
20% - 24%	1	21.3
20 museums spent 0% on events		
Special Projects:		
0% - 4%	3	1.2
5% - 9%	1	5.0
10% - 14%	1	12.0
15% - 19%	1	16.0
25% - 29%	1	27.0
18 museums spent 0% on special projects		
Capital projects:		
0% - 4%	5	1.4
5% - 9%	2	5.5
15% - 19%	3	16.6
55% - 59%	1	55
14 museums spent 0% on capital projects		

	No. of museums	Average %
Advertising and P.R.:		
0% - 4%	13	1.9
5% - 9%	3	5.2
10% - 14%	2	11.7
7 museums spent 0% on advertising and P.R.		

Question 17

The % of the budget devoted to:

Staff development:		
0% - 1%	4	.65
2% - 3%	3	1.5
18 museums spent 0% on staff development		
Staff travel:		
0% - 1%	3	.76
2% - 3%	11	1.7
11 museums spent 0% on staff travel		

Question 18

In terms of staff, the number of museums that have:

volunteers or paid staff with responsibilities defined in writing:	17	100%
at least one part time paid employee with duties defined:	13	75%
at least one full time paid employee with duties defined:	8	47%

	No. of museums	Average %
part time paid employees for each function within the mandate:	2	12
full time paid employee for each function within the mandate:	2	12
number of museums with no written job descriptions:	8	32

Question 19

The number of museums whose Staff Training includes:

written policy:	1	4
regular in-house training:	10	40
opportunity for professional development:	17	68
alloted time for training:	24	96
a reference collection of current material:	23	92

% of the budget spent on staff training:

0% - 4%:	2	2.5

23 museums spent 0% on staff training

Question 20

The number of museums who have staff/volunteer training in:

in-house seminars:	12	48
provincial seminars:	23	92
annual conferences:	24	96
advisory consultants:	22	88

	No. of museums	Average %
correspondence courses:	4	16
university or college courses:	4	16

Question 21

Museum with open hours security including:

at least one person on duty supervising public areas:	25	100
use of deterrents and one person on duty:	22	88
formal walk through check of public areas daily and one person on duty:	21	84
formal security patrol with regular collections inventory and inspection:	2	8
number of museums with all of the above:	1	4

Question 23

Museums with fire protection that includes:

reasonable access to water supply or fire truck:	25	100
adequate extinguishers and local hand alarms:	20	80
automatic alarm to an outside point and/or automatic extinguishing system:	13	52

	No. of museums	Average %
number of museums with all of the above:	10	40
number of museums with none of the above:	0	0

Question 23

The number of museums with theft protection including:

local alarm on exterior:	5	20
interior detection system:	7	28
individual delegated to and responsible for security procedures, in writing, with alternates:	8	32
automatic alarm to outside points:	10	40
number of museums with all of the above:	4	12
number of museums with none of the above:	13	52

Question 24

The % of the budget devoted to maintenance (hydro, rent, taxes, grounds, security, electrical, janitorial supplies, etc.)

0% - 24%:	12	average %:	15.6
25% - 49%:	7	average %:	34.3
50% - 74%:	4	average %:	58.7

2 museums devote 0% of their budget to maintenance

Question 25

Cataloguing Procedures Guide/Registration Guide:

13 (52%) of the museums have not completed a registration guide

11 (44%) of the museums have completed a registration guide

1 (4%) of the museum's guide was presently being reviewed by the Advisory and Extension Services

	No. of museums	Average %
Number of museums that:		
define key terms:	4	36
define records maintained at the museum:	7	63
describe the registration process:	11	100
explain how to prepare and manage records with examples of forms:	8	72
describe methods used to associate objects with their records:	10	91
number of museums with complete registration guides:	4	36

Question 26

Information System (catalogue, accession records)

Number of museums that:		
include a physical description sufficient to identify the object:	20	80
have duplicate records stored off the premises:	11	44
have records cross-indexed, all relevant data, photographed as needed:	15	60
have a history of the objects in the records:	25	100
number of museums with a complete information system:	7	28

	No. of museums	Average %

Question 27

The number of museums that have written guidelines for:

recording information on acquisitions:	16	64
acquiring objects:	19	76
existence and function of an accessions committee:	15	60

5 (20%) of the museums have not completed a collections policy

19 (76%) of the museums have completed a collections policy

1 collection policy was under review

Number of museums that:

define methods of acquisition:	19	100
provide for documented legal transfer of ownership	15	79
define intended use of collection and museum's position on duplicates:	13	68
define museums position on loans:	18	95
define the authority responsible for approving acquisitions:	18	95
make a commitment to develop written procedures for cataloguing:	11	58
asserts the museum's right to deaccession:	9	47

5 (26%) of the museums had complete collections policies.

	No. of museums	Average %

Question 28

Deaccessions Policy:

12 (48%) of the museums have not completed a deaccessions policy.

13 (52%) of the museums have completed a deaccessions policy.

Number of museums that:

define acceptable criteria:	4	30
define acceptable methods:	11	85
maintain records of deaccessions:	7	54
define authority responsible for approving deaccessions:	10	77
develop written procedures for deaccessions:	7	54
number of museums with complete deaccessions policies:	3	23

Question 29

The number of objects owned by a museum in its collection:

0 - 3,000:	7	28
3,000 - 6,000	7	28
6,000 - 9,000	0	0
9,000 +	11	44

	No. of museums	Average %

Question 30

Collections Development:

18 museums (72%) regularly review their collection to identify collection gaps

6 museums (24%) have an active collecting program to fill gaps

7 museums (28%) have no collections development

6 museums (24%) have complete collections development

Question 31

% of the collection documented to standard of question 26:

under 60%	1	4
more than 60%:	0	0
more than 70%:	2	8
more than 80%:	1	4
more than 90%:	21	84

Question 32

% of the collection owned outright:

Number of museums that own:

more than 60%:	1	4
more than 70%:	2	8
more than 80%:	17	70
100% and only take short term loans from individuals, and permanent loans from other institutions:	4	16

1 museum (4%) was unable to answer this question

	No. of museums	Average %

Question 33

The number of museums that do research that includes:

demonstrated activity which increases the knowledge of the collections:	13	52
corroboration of information wherever possible:	23	92
research results used in interpretation or publication:	16	64
specialized research in each discipline:	3	12

1 museum (4%) displayed none of the above research criteria

2 museums (8%) displayed all of the above research criteria

Question 34

In terms of research, the number of museums that:

have a research policy:	1	4
allot time for research:	19	76
have adequate space for research:	24	96
allot a % of the budget towards research:	2	2

	No. of museums	Average %

Question 35

The number of museums that have storage space:

only for artifacts:	14	58
large enough for existing artifacts and for future projected acquisitions:	9	38
organized by type of object or material:	15	63
that is kept dark except when staff are present:	13	55

2 museums (8%) have all of the above

2 museums (8%) have storage facilities that do not met any of the above criteria

1 museum (4%) has no storage facilities

Question 36

The % of the budget devoted to curatorial activities (cataloguing supplies, books, photographic equipment, slides, periodicals, etc.)

0 - 4%	12	2.0
5 - 9%	3	6.1
10 - 14%	1	9.2

9 museums spent 0% on curatorial activities

Question 37

Preservation:

8 museums (32%) have written care, handling and storage regulations

16 museums (64%) do not have a conservation policy

	No. of museums	Average %
8 museums (32%) have a conservation policy		
1 museum's (4%) conservation policy was presently under review		
Number of museums that:		
delegate someone responsible for collections care:	7	87
make a commitment to establish, maintain and monitor environmental standards:	8	100
make a commitment to protect collections from theft, damage, pests and poor handling:	7	87
make a commitment for clean, orderly and safe storage:	8	100
recognize that cleaning, repair and restoration of objects should be done by qualified people and a commitment to maintain records:	6	75
make a commitment to provide training in care and handling of collections:	5	63
4 museums (58%) have complete conservation policies		
2 museums (8%) have a conservator or technician on site		

	No. of museums	Average %
Question 38		
Temperature:		
Number of museums that have the:		
ability to minimize seasonal fluctuations:	3	12
temperature controlled within the range of human comfort and fluctuations minimized:	7	28
temperature controlled within narrow limits:	11	44
4 museums (16%) have no temperature controls		

Question 39		
Humidity:		
Number of museums that:		
attempt physically to regulate humidity:	1	4
control humidity within human comfort range:	10	40
control humidity within narrow limits:	5	20
9 museums (36%) have no humidity controls		

	No. of museums	Average %

Question 40

Environment

Number of museums that:

maintain the interior/exterior:	25	100
reduce visible light:	22	88
remove ultra violet radiation:	19	76
reduce dust and pollution:	25	100

15 museums (60%) complete all of the environment criteria

Question 41

Monitor and Record Environment

9 museums (36%) monitor and record the environment

at least twice annually:	1	11
at least every two months:	0	0
monthly:	0	0
weekly or more often:	8	89

4 museums (16%) only monitor the environment

Question 42

Instruments used by museums to monitor the environment

	Number of museums
temperature humidity indicators:	7
hygrothermograph:	2
Taylor dial humidity indicator:	1
Cole-Palmer psychrometer:	1

Manitoba Heritage Conservation Service equipment:	1
alcohol thermometers:	1
honeywells:	1

Question 43

The % of the budget devoted to conservation (supplies, conservator's fees, etc.)

	No. of museums	Average %
0 - 4%	6	1.5
5 - 9%	3	6.0
10%	2	23.3

14 museums spent 0% on conservation

Question 44

The number of museums that found their exhibits to be:

compatible with their museums's purpose:	24	96
thematic or chronologically arranged:	25	100
using acceptable display techniques such as:		
- large enough cases and floor spaces to hold artifacts without crowding or distorting:	22	88
- adequately supported artifacts:	23	92
- safe display materials:	23	92

	No. of museums	Average %
- clean exhibit areas:	24	96
- light sensitive objects not being kept on permanent display:	14	56

10 museums (40%) use all of the acceptable display techniques

1 museum (4%) has an exhibitions policy

Question 45

The % of the budget devoted to exhibits:

0 - 24%	9	3.2
25% +	3	39

14 museums spent 0% on exhibits

Question 46

In terms of Education, the number of museums that have:

evidence that a tour program is pre-planned and pre-organized:	25	100
an individual delegated to planning, organizing programs with defined responsibilities:	22	88
a written program plan and policy; programs available for different groups and interests:	3	12
suitable space for programs:	22	88
staff training provided:	18	72

3 museums (12%) had all the educational criteria

	No. of museums	Average %
Question 47		
Activities in the museum building:		
guided tours for school classes:	25	100
talks or demonstrations to school classes:	18	72
guided tours for adults:	22	88
classes or study groups for children:	2	8
lectures:	7	28
films:	10	40
concerts:	6	24
special events/festivals:	16	64

Question 48

Activities in the community:

talks to schools:	14	56
lectures:	9	36
educational loan service:	14	56
films:	10	40
classes for adults:	2	8
classes for children:	1	4
concerts:	1	4
displays:	21	84
excursions, walking trips:	6	24
special events/fairs/festivals:	19	76

1 museum (4%) did not participate in any community activities

	No. of museums	Average %

Question 49

None of the museums have a written policy regarding extension activities (i.e. travelling, exhibits, school kits, outreach programs).

Question 50

The % of the budget devoted to education (teaching materials and supplies, audio-visual materials, transportation and handling, etc.)

0 - 4%:	6	.83
5% +:	2	14.5

17 museums spent 0% on education

Question 51

In terms of space, the number of museums that have:

an annual renewable lease,		
in writing:	0	
long term lease (5 year minimum),		
in writing:	6	24
ownership of space, in writing:	17	68
donation of space:	2	8

Question 52

The number of museums that have adequate space delegated for professional functions (from statement of purpose):

preservation	15 (75%) had adequate space
	5 (20%) needed more space
collections management	12 (80%) had adequate space
	3 (20%) needed more space

exhibit/display	14 had adequate space
	3 needed more space
study/research	7 had adequate space
	3 needed more space
interpretation/education	9 had adequate space
	1 needed more space
storage	5 had adequate space
	0 needed more space
restoration	3 had adequate space
	2 needed more space
record/compile	4 had adequate space
	1 needed more space
maintenance	3 had adequate space
	0 needed more space
development	1 had adequate space
	0 needed more space

	No. of museums	Average %
Question 53		
The number of museums who are open:		
up to 60 days (0-59):		
up to 90 days (60-89):	1	4
up to 120 days (90-119):	4	16
up to 150 days (120-149):	3	12
more than 150 days:	17	68
Question 54		
Operation, administration, facility:		
Number of museums:		
not capable of being heated during the winter:	7	28
capable of being open during the winter, but is not at this time:	8	36
open during the winter:	10	40
Question 55		
The % of the budget devoted to capital development:		
0 - 24%	2	7.8
23 museums spent 0% on capital development		
Question 56		
17 museums stated their first priority as:		
schools	14	82
resource center for other museums:	3	18

	No. of museums	Average %
12 museums stated their second priority as being:		
resource center for other museums:	7	58
schools:	3	25
travelling exhibit space:	2	17
12 museums stated their third priority as being:		
travelling exhibits space:	10	83
resource center for other museums:	2	17

STATISTICAL SUMMARY

Question 9

The year the museum was built:

1986 - 1981:	84, 84, 83
1980 - 1976:	77
1975 - 1971:	74, 71, 74
1970 - 1966:	67, 67, 67, 67, 69, 70
1965 - 1961:	65, 62
1961 -:	37, 35, 11, 26, 53, 02, 10, 00, 1895, 1882

Question 16

Budget

Salaries and Benefits:

0 - 24%:	15.3, 14, 20, 20, 18, 20, 4, 12
25 - 49%:	28, 38, 8, 33, 35, 44, 34, 40
50 - 74%:	69, 61.4, 63.6, 50, 73, 64
75 - 100%:	75, 75, 85, 79

Administration:

0 - 4%:	3, 3.3, 4, .5, .8, 1.4, 2.9, 2.6, .02, 3
5 - 9%:	4.5, 4.6, 6.7, 4.1
10 - 14%:	10.4, 14, 10.5
15 - 19%:	15

Acquisition of Artifacts:	
0 - 4%:	4, .8, 13
5 - 9%:	7, 6.2
10 - 14%:	10.7
Events:	
0 - 4%:	4, .4, .2, 1
20 - 24%:	21.3
Special Projects:	
0 - 4%:	2.6, .6, .5
5 - 30%:	16, 12, 5, 27
Capital Projects:	
0 - 4%:	1, 1, 2.7, 2.2, .07
5 - 9%:	6, 5
15 - 19%:	15.7, 16, 18
55 - 59%:	55
Advertising and P.R.:	
0 - 4%:	1.6, 3, 1.0, 2.7, .2, 1.5, 2, 4, 4, 1.7, 1.2, .3, .9
5 - 9%:	4.5, 5.9, 5.2
10 - 14%:	12.9, 10.5

Staff Development:

0 - 1%:	1, .3, .8, .5
2 - 3%:	1.9, 1.8, 1.8

Staff Travel:

0 - 1%:	1, .8, .5
2 - 3%:	2, 1.9, 1.4, 1.8, 1.4, 2.0 1.5, 1.6, 3, 1.3, 1.2

Staff Training:

0 - 4%:	3, 2.1

Maintenance:

0 - 24%:	8, 22, 16, 24, 23, 6, 10, 15, 11.4, 22, 21, 9
25 - 49%:	26.9, 34.8, 48.7, 30, 39, 35, 26
50 - 74%:	55, 62.5, 50, 68

Research:

0 - 4%:	1,3

Curatorial:

0 - 4%:	1, 2.2, 4, 1.8, 1, .6, 3.1, 3, 1, 1.9, 4, 1.3
5 - 9%:	4.7, 5.7, 8
10 - 14%:	9.2

Conservation:	
0 - 4%:	1, 1, 3.2, 2.3, .8, .5
5 - 9%:	8, 9, 7
10% +:	13.7, 32.8
Exhibits:	
0 - 24%:	1, 2, 10, 5.5, 4, .2, 1, 3.7, 1.5
25% +:	35, 45, 37
Education:	
0 - 4%:	1, 1.8, .5, .2, 1, .5
5% +:	19, 8
Capital Development:	
0 - 24%:	10.5, 5

GENERAL OVERVIEW

The 1986 museum survey brought to the surface a large number of interesting statistics. The results clearly point out that there are some museums capable of implementing the proposed funding program immediately, while there are others who need more time to develop. The majority of the museums surveyed were all built prior to 1961. Over half of the museums were adapted from "other" buildings with the most common being a residence or office. Surprisingly, almost one half of museums are part of a complex which includes functions separate from the museum. The most common functions of this type are tourist information that serve the local town or surrounding area. Museums located within larger buildings appear to suffer in terms of their visibility but they generally can offer more in terms of facilities. Over three-quarters of the museums provide adequate parking, washrooms, and a gift shop for their visitors. Less priority is given to libraries, concession stands and cloak rooms. One reason for this is that few museums have the space, the staff or the resources to operate such facilities. It is interesting to note that over one-half of the museums are subjected to a formal audit by a professional accountant. Only two museums have their financial statement certified correct by two board members. Museums are realizing the importance and the need for a professional and precise budget. Over three-quarters of museums specifically allocate part of their budget to salaries and benefits, maintenance, administration and advertising and P.R. Over one-half of museums allocate a portion to capital projects, staff travel, and curatorial activities. Interesting to note is that more than one-half of the museums specifically allocate more of their budget to the following areas: acquisition of artifacts, events, special projects, staff development, staff training, research, conservation, exhibits, capital development and

education. The largest percentage of the budget is spent on salaries and benefits, maintenance, exhibits, and capital projects. In terms of staff training, three-quarters of the museums have a reference collection of current material on hand and allot some time for training. Fewer museums are involved in an active training program such as providing an opportunity for professional development and running regular in-house training sessions. Museums generally rely on summer staff and therefore their time to run training sessions is extremely limited. Over three-quarters of museums take advantage of provincial seminars, annual conferences and the advisory consultants. Few museums take part in correspondence, university or college courses.

To most museums, staff training is not a priority. Training is often done in-house and on the job. Security, on the other hand, is a priority to most museums. All museums have at least one person on duty watching the display areas while three-quarters of museums use deterrents and have a formal walk-through check of the public areas daily. Two have developed their security system into a formalized security patrol with a regular collections inventory. Fire protection also appears to be a priority. All museums have reasonable access to a water supply and fire truck and over three-quarters have adequate extinguishers and/or local hand alarms. Interesting to note is that over one-half of the museums have an automatic extinguishing system and/or an automatic alarm to an outside point. Contrasting fire protection, is the fact that theft protection seems somewhat under-developed. More than one-half of the museums answered "yes" to some form of fire protection, whereas less than one-half of the museums answered "yes" to any form of theft protection. Surprisingly, the most common type of theft protection is the more expensive and elaborate automatic alarm system. Most community museums use similar cataloguing techniques. For example, over three-quarters of the

museums keep a physical description and a history of the objects in their records. Roughly one-half of the museums have their records cross-indexed with necessary photographs and a duplicate copy stored of the premises.

Museums have attempted to maintain and update their cataloguing records. Over three-quarters of museums have documented more than 90% of their collection, and own more than 80%. There is a tendency for museums to avoid taking artifacts on loan. Most museums are past the developmental stage and loans are not needed to fill in collection gaps. Ownership of artifacts gives museums a sense of stability and continuity. The size of museum collections tends to be either small or large. Approximately three-quarters of museums own less than 3,000 or more than 9,000 objects. Whether their collection is large or small, most museums are aware of the artifacts they have. Museum staff is either familiar enough with the collection or they have an inventory on hand they can refer to. When museums realize they need an artifact, close to one-quarter make a conscious effort to locate one.

The majority of museums make some type of effort towards research. The baseline from which most museums start is corroborating information from various sources. Fewer museums take research any farther than this step. Approximately one-half of the museums believe their research increases the knowledge of their collection while a few (more than one-half) use their research results in interpretation or publication. Research time and space is available in more than three-quarters of the museums. Storage space, on the other hand, is not as readily available. It seems that fewer than one-half have storage areas large enough for existing artifacts and for future acquisitions. Over one-half of museums believe the storage space they do have is organized, only for artifacts, and kept dark except when staff are present

Most museums implement some form of environmental controls. The majority of museums are able to control temperature within narrow limits while only being able to control humidity within human comfort. Over three-quarters of museums believe they remove visible light, ultra violet radiation, dust, and pollution. Less than one-half of museums monitor and record the environment with the majority of it done weekly or more often. Almost all museums felt they used acceptable display techniques in terms of supporting and labelling artifacts. Only about one-half of museums made a conscious effort to rotate light sensitive artifacts.

Education and tour programs are areas in which almost all museums are becoming involved. Tour programs are presently offered by all of the museums. In most cases, someone is delegated to organize the tours and find the right number of volunteers for the group. Museums generally find space not to be a problem. Large groups are broken down into smaller ones while some museums even limit the number per tour. Museums organize a number of different activities within their own building. Tours for adults and children are most common. Interesting to note is that under one-half of museums offered lectures, films, concerts and study groups. In terms of community involvement, museums are most active in setting up displays, taking part in special events and loaning out artifacts to groups or schools. The number of programs run within the museum and within the community is neither consistently high nor low. This is due to the fact that most museums are just beginning their outreach programming and have not yet developed to their full potential.

In addition, museums have not fully developed in the area of policies. Although the majority of museums have either started to work on or completed work on the various policies required for grant applications, it is evident that very few museums expand and develop policies on their own. From

the survey, there were 10 questions relating to policies and of these 10 questions, 5 were familiar to museums while the other 5 were not. Of the 5 familiar policies, only one, the statement of purpose, was required for the grant application. The 10 policies are indicated below:

Familiar Policies	Museum number	Unfamiliar policies	Museum number
Statement of Purpose:	25	Education:	3
Collections:	19	Staff training:	1
Deaccessions:	13	Research:	1
Cataloguing/procedures guide:	11	Exhibitions:	1
Conservation:	8	Extension/Outreach:	0

Museums tend to develop only the policies that presently are required or will be required for future funding.

There are a number of reasons why museums only work on the required policies. Some museums are just realizing the importance of a collection's policy and are not at the stage of developing research policies, etc. Other museums do not have the time nor staff to develop and write up these policies. Some museums never even considered policies such as staff training and exhibitions because they feel that it does not apply to their museum. Overall museums are realizing the importance and the need for policies. In general, museums are very interested in improving and updating policies that apply to their museum. As museums themselves expand in areas of research, outreach, training and education policies will then reflect this expansion.

The majority of museums own the space on which they are located, freeing them from the hassles of leasing and allowing them to have

permanency. Most museums are open more than 150 days a year and the majority are open during the winter. Museums were generally very interested in beginning and expanding their outreach programming. Most museums felt they would first like to work with the schools and thereby remain somewhat in their own community. To act as a resource center for other museums was the most popular second choice. Museums are very interested in helping others. The most popular third choice dealt with travelling exhibits. Some museums felt that it would be time consuming, require materials or space that is unavailable, and be too costly.

TYPICAL 1986 MUSEUM

An example of a typical museum, from the 1986 museum survey, would have the following characteristics:

- incorporated non-profit
- centrally located within a town
- built prior to 1961
- adapted from a residence or office
- visitor services including:
  - adequate parking
  - washrooms
  - gift shop
  - library
- statement of purpose including
  - reason for existence
  - functions performed
  - geographic area served
  - subject area
  - time period
  - method of amendment
- formally audited financial statement
- written job description for paid and volunteer staff as well as at least one part time paid employee
- staff training which includes:
  - opportunity for professional development
  - time alloted for training
  - a reference collection of current material

- staff/volunteer training through
  - provincial seminars
  - annual conferences
  - advisory consultants
- open hours security including
  - one person on duty supervising public areas
  - deterrents and one person on duty
  - formal daily walk through check
- fire protection including
  - reasonable access to a water supply fire truck
  - adequate extinguishers and/or local hand alarms
- cataloguing process which included:
  - physical description
  - history of the artifacts
  - duplicate records stored off the premises
- written guidelines for recording information on acquisitions
- existence and function of an accessions committee
- collections policy which:
  - defines methods
  - provides for documented legal transfer of ownership
  - intended use of collections and position on duplicates
  - position on loans
  - authority responsible for approving acquisitions
  - commitment to develop written procedures for cataloguing
- deaccessions policy which:
  - defines acceptable methods
  - maintains records of deaccessioning
  - defines authority responsible for approving deaccessions

- develops written procedures for deaccessioning
- own 9,000 + objects
- regularly review collections to identify collection gaps
- more than 90% of the collection documented
- more than 80% owned
- research which included
  - demonstrating activities which increase the knowledge of the collection
  - corroborate information where possible
  - allot time for research
  - have adequate space for research
- storage space which is:
  - only for the artifacts
  - organized by type of object or material
- temperature-controlled within narrow limits
- humidity-controlled within human comfort
- maintaining environment by:
  - upkeep of interior/exterior
  - reduce visible light
  - remove ultra violet radiation
  - reduce dust and pollution
- exhibit areas that are:
  - compatible with museum's purpose
  - thematic or chronologically arranged
- acceptable display techniques such as:
  - large enough cases and floor spaces
  - adequately supported artifacts
  - safe display materials
  - clean exhibit areas

- education programs that include:
  - pre-planned and organized tours
  - individual delegated to planning the tours
  - adequate space in museum for tours
  - staff training
- activities in museum building include:
  - guided tours for adults/children
  - talks and demonstrations to school classes
  - special events/festivals
- activities in museum community
  - talks to schools
  - educational loan service
  - displays
  - special events/fairs/festivals
- museum would own its space
- from its statement of purpose, it would preserve, collect, exhibit, research and interpret. It would have adequate space to perform them all.
- open more than 150 days per year
- open during the winter
- prefers to concentrate on schools, acting as a resource center for other museums and hosting travelling exhibits

CLARIFICATIONS

A number of the survey questions would be more meaningful if they were further clarified. Regarding the budget questions, the majority of museums responded from their projected 1986 budget. In some cases this budget was unavailable and therefore 1985 figures were used. On the survey form, the budget was broken down into precise categories, as a result small museums, with a generalized budget, had difficulty alloting money to each area. For example, most museums who allot money for staff development, travel, and training combine the figures into one; on the survey the three areas are separated. In this case the percentage was allocated to the category where the most money was spent. There occurs a wide range of possibilities when the questions are in a "yes/no" format. For example, gift shops range from selling postcard and picture souvenirs to shops which sell T-shirts, posters, pins, etc. Another example involves a museum being part of a complex and performing separate functions. The range extends from being the town tourist information office to being located within a university campus. The results for research activities tend to give the impression that museums do a lot of work in this area. In actuality, time is alloted for research, yet it is not actually scheduled. Research is generally done as the need arises. Almost all museums corroborate their information where possible. Again the sources they consult range from community members to larger institutions such as the Manitoba Museum of Man and Nature.

Another problem that arose was in the area of Conservation. A number of museums believed they were implementing the correct conservation techniques, yet they were not always sure. A final clarification must be made in regards to the number of artifacts owned by each museum. Extremely large collections, well over 9,000, can be attributed to the fact that some museums have large stamp collections, butterfly collections or photographs.

The survey form itself covered the majority of topics very well, yet there were some problems that should be noted. Words such as "regular" and "narrow limits" are not clearly defined and as a result questions with these words needed clarification. Similarly, long questions tend to become confusing and further clarification is needed. Because the surveys were completed by on-site interviews, the interviewer was able to provide clarification. Regretfully, handicapped access was not included as a visitor service. A number of museums are aware of its importance and are trying to incorporate ramps where possible.

A number of the survey questions were uncomfortable for museums to answer. The museum staff and volunteers are very proud of their museums and, in most cases, they had worked very hard to get to their present level. Answering "no" to questions made them feel like they were not doing enough and it became somewhat discouraging. For example, a small museum's budget is limited and they only spend it in about five main areas. They were therefore answering "no" to approximately 12 budget questions. Similarly, if a museum completed four policies, they were still answering no to over half. Not all museums looked upon this aspect negatively. Some museums were interested in what they needed or could improve, and made notes while the survey took place.

MUSEUM PROBLEMS

Many problems presently faced by museums surfaced during the 1986 survey. It is surprising to note that almost all museums have the same or very similar problems. First of all, museums lack continuity. There is a desperate need for consistent and steady management in today's museums. Continuity attained through museum staff, reliable funding, and year round interest would help museums develop enormously. A large number of museums would like to expand and update their policies, research, cataloguing and outreach programming but they do not have the staff to complete such tasks.

A second problem with museums is that their priorities are mixed up. When museums find space to be a problem, their first thought is to add on to the existing museum or to look for a bigger location. Museums should step back and analyze their situation. They may be better able to use the space they already have. Their policies may also need to be refined, such as the collections and deaccessions policy.

Getting active volunteers to work within museums is also another problem for many museums. There seems to be an increase in younger people interested in the community museum, yet few have the time to volunteer. Museums should become better prepared to make use of their volunteers and offer them something in return for their help. If the museum started organizing activities within the community, it might result in more active volunteers.

Hopefully with the new funding programs, designated museums will be able to solve these problems and give guidance to other museums. Funding for the regional/theme museum plan should be supplemented by information on museum operations. The majority of museums would find guidance in museum procedures extremely helpful.

I General

1. Interviewer: _____

2. Date of Interview: _____

3. Name of Institution: _____

4. Is your museum: Incorporated non profit _____
   Indian Band _____
   Municipal _____
   Operated by an Historical Society _____
   Other Institution _____

5. Persons interviewed (and their positions in the institution/organization):

   _____ _____
   _____ _____

6. Mailing Address: _____
   _____

7. Contact Person (who can be reached for further information:
   Name: _____
   Phone No. _____

8. Where is your institution located in the community?

   _____
   _____

9. What year was it built (approximately)? _____

10. Was it built to be a museum? _____

11. Was it adapted from a I) railway station _____
    II) school _____
    III) church _____
    IV) other (specify) _____

12. Is it part of a complex which includes other functions (e.g., library, seniors drop-in center, tourist information centre, etc.)? _____
    _____
    _____

CONFIDENTIAL

13. Visitor Services:

a) adequate parking _____
b) concession stand _____
c) library _____
d) washrooms _____
e) gift shop _____
f) cloak room _____

II Administration

14. Statement of Purpose - does it define:

a) reason for existence _____
b) functions performed _____
c) geographic area served _____
d) subject area _____
e) time period _____
f) method of amendment _____

15. Is your financial statement:

a) certified correct by two board members, one of whom is the treasurer _____
b) certified correct by a financially responsible person (bank manager, town clerk) who is not a member of the board _____
c) certified correct by a professional accountant _____
d) subjected to a formal audit by a professional accountant _____

16. What % of the budget is devoted to:

a) salaries and benefits _____
b) administration _____
c) acquisition of artifacts _____
d) events _____
e) special projects _____
f) capital projects _____
g) advertising & P.R. _____

17. What % of the budget is devoted to:

a) staff development _____
b) staff travel (for professional development and museum business only) _____

18. Staff:

a) staff (volunteer or paid) with responsibilities defined in writing _____
b) at least one part time paid employee with duties defined _____
c) at least one full time paid employee with duties defined _____
d) part time paid employees for each function within mandate _____
e) full time paid employee for each function within mandate _____

19. Staff Training - do you have:

a) written policy (in-house and professional) _____
b) regular in-house training for paid and volunteer _____
c) provide opportunity for professional development - interchange with colleagues _____
d) % budget spent on staff training _____
e) allot time for training _____
f) a reference collection of current material _____

20. Training Skills - do you have staff/volunteer training in:

a) in-house seminars _____
b) provincial seminars _____
c) annual conferences _____
d) advisory consultants _____
e) correspondence courses _____
f) university or college courses _____
g) none _____

III Maintenance

21. Security While Museum is Open - do you have:

a) at least one person on duty supervising public areas _____
b) evidence of use of deterrents (ropes, mirrors, pedestals and other barriers) and one person on duty _____
c) formal walk through check of public areas at least daily when open and one person on duty _____
d) formal security patrol with regular collections inventory and inspection _____

22. Fire Protection - do you have:

a) reasonable access to water supply or fire truck _____
b) adequate extinguishers, and local hand alarm _____
c) automatic alarm to outside point and/or automatic extinguishing system _____

23. Theft Protection - do you have:

a) local alarm on exterior _____
b) interior detection system _____
c) individual delegated to and responsible for security procedures, in writing, with alternates _____
d) automatic alarm to outside points _____

24. What % of the budget is devoted to maintenance? (hydro, rent, taxes, grounds, security, electrical, janitorial supplies, etc.) _____

IV Curatorial

25. Cataloguing Procedures Guide/Registration Procedures:

Does your museum have:

a) definitions of key terms (i.e., registration, accessions) _____
b) definitions of records maintained at the museum (i.e., gift form, ledger, accessions, etc.) _____
c) description of registration process (i.e., general overview, point form _____
d) explanation of how to prepare and manage records with examples of forms _____
e) description of methods used to associate objects with their records (i.e., numbering system, methods to mark artifacts) _____

26. Information System (catalogue, accession records):

a) includes physical description sufficient to identify object _____
b) duplicate records stored off premises _____
c) records cross-indexed, all relevant data, photographed as needed _____
d) history of objects in records _____

27. Written Guidelines For:

a) recording information on acquisitions _____
b) acquiring objects _____
c) existence and function of an accessions committee _____

d) if a collections policy exists - does it:

A) define methods of acquisitions _____
B) provide for documented legal transfer of ownership _____
C) define intended uses of collections and museum's position on duplicates _____
D) define museum's position on loans _____
E) define the authority responsible for approving acquisitions _____
F) make a commitment to develop written procedures for cataloguing _____
G) asserts the museum's right to deaccessions _____

28. Deaccessions Policy - does it:

a) define acceptable criteria _____
b) define acceptable methods _____
c) maintain records of deaccessions _____
d) define authority responsible for approving deaccessions _____
e) develop written procedures for deaccessions _____

29. Number of objects owned by museum in its collections?

a) 0 - 3,000 _____
b) 3,000 - 6,000 _____
c) 6,000 - 9,000 _____
d) 9,000 + _____

30. Collections Development:

a) Is there a regular review of collections to identify collection gaps _____
b) Is there an active collecting program to fill gaps _____

31. % of Collection Documented to Standard of Number 26?

a) more than 60% _____
b) more than 70% _____
c) more than 80% _____
d) more than 90% _____

32. % of Collection Owned Outright:

a) more than 60% _____
b) more than 70% _____
c) more than 80% _____
d) 100% and only take short term loans from individuals, and permanent loans from other institutions _____

33. Research A:

a) demonstrated activity which increases knowledge of collections _____
b) corroboration of information wherever possible _____
c) use of research results in interpretation or publication _____
d) specialized research in each discipline _____

34. Research B:

a) do you have a research policy _____
b) do you allot time for research _____
c) % of budget allocated for research _____
d) do you have space for research _____

35. Storage - do you have:

a) space only for artifacts _____
b) space large enough for existing artifacts and for future projected acquisitions _____
c) space organized by type of object or material (e.g., textiles, wood, etc.) _____
d) space that is dark, except when staff are present _____

36. What % of the budget is devoted to curatorial activities? (cataloguing supplies, books, photographic equipment, slides, periodicals, subscriptions, etc.)? _____

V Conservation

37. Preservation - Do you have:

a) written care, handling, and storage regulations _____

b) conservation policy which contains:

A) delegation of someone responsible for collections care _____
B) a commitment to establish, maintain and monitor environmental standards _____
C) commitment to protect collections from theft, damage, pests, and poor handling _____
D) commitment for clean, orderly and safe storage _____
E) recognition that cleaning, repair and restoration of objects should be done by qualified people and a commitment to maintain records _____
F) commitment to provide training in care and handling of collections _____

c) conservator or technician on-site _____

38. Temperature - do you have:

a) ability to minimize seasonal fluctuations (e.g., using portable heaters) _____
b) temperature controlled within range of human comfort and fluctuations minimized _____(approx. 20°C)
c) control within narrow limits _____

39. Humidity - do you:

a) attempt physically to regulate humidity _____
b) control within human comfort range (approx. 20-30%) _____
c) control within narrow limits _____

40. Environment - do you:

a) maintain the interior/exterior _____
b) reduce visible light _____
c) remove ultra-violet radiation _____
d) reduce dust and pollution (door mats, no smoking regulations) _____

41. Monitor and Record Environment:

a) at least twice annually _____
b) at least every two months _____
c) monthly _____
d) weekly or more often _____

42 What type of equipment do you use to monitor the environment _____

_____

43. What % of the budget is devoted to conservation (supplies, conservator's fees, etc.)? _____

VI Exhibit

44. Exhibits - are they:

a) compatible with institutions purpose _____
b) thematic or chronologically arranged _____
c) acceptable display techniques used to aid interpretation and improve image of objects - such as? _____

A) cases and floor spaces large enough to hold artifacts without crowding or distorting _____
B) adequately supported _____
C) safe display materials (backgrounds, adhesives, labels) _____
D) kept clean _____
E) light sensitive objects are not kept on permanent display _____

d) exhibitions policy (based on statement of purpose and characteristics of collections) _____

45. What % of the budget is devoted to exhibits? (portable cases, equipment, transportation and handling, temporary exhibit material, travelling exhibit, etc.)? _____

VII Education

46. Education:

a) is there evidence that a tour/program is pre-planned and pre-organized _____
b) is an individual delegated to planning, organizing programs, with defined responsibilities _____
c) written program plan and policy; programs available for different groups and interests _____
d) suitable space in museums for programs (does it accommodate the user), (does it meet visitor and program needs), (does it ensure objects safety) _____
e) is staff training provided _____

47. Activities in museum building:

a) guided tours for school classes _____
b) talks or demonstrations for school classes _____
c) guided tours for adults _____
d) classes and study groups for children _____
e) lectures _____
f) films _____
g) concerts _____
h) special events/festivals _____

48. Activities in Community:

a) talks to schools _____
b) lectures _____
c) educational loan service _____
d) films _____
e) classes for adults _____
f) concerts _____
g) classes for children _____
h) displays _____
i) excursions, walking trips _____
j) special events/fairs/festivals _____

49. Do you have a written policy regarding extension activities (i.e., travelling exhibits, school kits, outreach programs, etc.)? _____

50. What % of the budget is devoted to education (teaching materials and supplies, audio visual materials, transportation and handling, consultants fee, rental of premises, etc.)? _____

VIII Facility

51. Space:

a) an annual renewable lease, in writing _____
b) long term lease (5 year minimum), in writing _____
c) ownership of space, in writing _____

52. Functions:

a) is space delegated for professed functions (from statement of purpose)?

Function	Yes	No
_____	____	____
_____	____	____
_____	____	____
_____	____	____
_____	____	____

53. Hours open:

a) up to 60 days, 240 hours (0-59) _____
b) up to 90 days, 360 hours (60-89) _____
c) up to 120 days, 480 hours (90-119) _____
d) up to 150 days, 600 hours (120-149) _____
e) more than 150 days, 600 hours (150-?) _____

54. Operation, Administration, Facility?

a) museum is not capable of being heated during the winter _____
b) museum is open during the winter _____
c) museum is capable (insulated, heat source) of being open during the winter, but is not at this time _____

55. What % of the budget is devoted to capital development? _____

56. One requirement of a regional museum may be commitment to outreach programming. What would your priorities be?

a) schools _____
b) travelling exhibits space (take exhibits such as VIKINGS) _____
c) act as resource for other museum in area _____